



SENIOR
LEADERSHIP
TEAM

Milton W. Matthews
President/
Chief Executive
Officer

Susan Krabbe
Vice President/
Chief Financial Officer

Dan Burns
Director of
Sport and Fitness

Jane Dembner
Director of Planning
and Community Affairs

Sheri Fanaroff
General Counsel

Janet Loughran
Executive Assistant
to the President/CEO

Dennis Matthey
Director of Open Space
and Facility Services

Ron Meliker
Director of
Human Resources

Michelle Miller
Director of
Community Services

Laura Sittler
Chief Marketing
Officer

Chuck Thompson
Chief Information
Officer

Jackie Tuma
Director of
Internal Audit

January 2019

Office of the President/CEO

CA's President/CEO accepted an invitation to serve on the Howard County Spending Affordability Advisory Committee (SAAC) for 2019. The SAAC will meet January through February, with a report and recommendations due to the County Executive by 1 March 2019. This is the fifth year Mr. Matthews has served on the SAAC.

The President/CEO, together with other Columbia/Howard County stakeholders, attended a meeting hosted by State Senators Guy Guzzone and Clarence Lam and Delegate Terri Hill to explore ways in which arts-related organizations can work more collaboratively.

On 11 February 2019, the President/CEO will provide opening remarks for the Columbia Archives sponsored event, "*New Town Entrepreneurship: Early Black-Owned Businesses in Columbia, 1967-1977.*"

On 22 February 2019, the President/CEO has been invited to speak to the Columbia-Patuxent Rotary Club, which meets monthly @7:30 p.m. at the Wilde Lake Interfaith Center. The Columbia-Patuxent Rotary Club is one of seven Rotary clubs in Howard County, four of which the President/CEO has been a speaker.

The Downtown Columbia Partnership (DTCP) will hire Sage Policy Group to prepare an economic impact report, highlighting progress of redevelopment in the Columbia Downtown area as the community approaches the 10th anniversary of passage of the Downtown Columbia Plan by the Howard County Council.

WalletHub, a personal finance website launched in early August 2013, ranked Columbia as No. 2 on its list of "2019's Best Cities for Jobs."

Administrative Services

Highlights

To create a comprehensive and compliant records and information management program, the Department of Administrative Services contracted with a records management firm to store organizational records. Until recently, these records had been stored at CA's Maintenance Facility; however, per the terms of the contract, they are being moved to a facility of the records

Administrative Services (cont'd)

management firm. The records can be retrieved and delivered within 24 hours. This new arrangement will provide much better conditions for records storage, free up significant space at the Maintenance Facility, and enhance compliance with CA's record retention and disposal policy.

The selection process is underway for CA's next Director of Human Resources, with interviews scheduled for finalists prior to the end of January.

Challenge

Multiple departments are collaborating to resolve issues with Spectrum NG ("SNG"). One is an issue with the way that SNG ages accounts receivable. The other, more significant customer service issue, is with the slow response and timing out of SNG in registering customers for classes and other programs. This issue has been elevated to the officer level at Daxko. They have responded with some action, but have not yet identified a root cause.

Sport and Fitness

Highlights

Group Fitness

More than 20 people attended first Aqua Fitness Event held by the group fitness team on January 6 at the Swim Center. The event highlighted CA's aquatics programming that is held around CA.

Tennis

Bruce Holbrook, head tennis pro, instructor, and overall goodwill ambassador for CA's tennis program, retired from Columbia Association after 21 year years of service. He was honored for his dedication to CA and the Tennis community at an event on January 4, with many of his former students in attendance.

Challenge

The cable for the televisions in the Athletic Club did not remain intact following the renovation, leaving several televisions without a signal. Repairs were unable to be made to the system; therefore, new and upgraded wiring will be installed. The new wiring will not only bring a signal to the televisions not currently working, it will also improve the signal for those televisions currently operational.

Planning and Community Affairs

Highlights

The Department of Community Affairs staff worked with the Millennials Work Group to complete the report entitled "Exploring Ways to Better Serve Millennials." The Work Group presented their report to the Board of Directors on January 10, 2019 and answered questions. The group explained their public engagement process and the work they had done since the beginning of the year. They focused on their recommendations, including nine identified in the report as priorities for implementation. The Board of Directors is scheduled to vote on January 24, 2019 to



accept the report. Following the vote, the final report will be printed and distributed to relevant internal and external stakeholders, who will be part of the implementation process.

Open Space and Facility Services

Community Improvement Projects (Capital)

Columbia Association

Dasher Green Pool: The concrete walkway at the entrance to the Dasher Green pool was replaced.

Maintenance Facility: The phase 1 sprinkler work at the maintenance facility in the front offices was completed.

Community Buildings: Roof replacements projects were completed at the Hawthorn Community Center, Slayton House, Kahler Hall and the Phelps Luck Neighborhood Center.

Water Quality - Stream stabilization was completed on a portion of the stream below the dam at Wilde Lake.

Highlights

Energy Management

A high performance HVAC unit was installed at Supreme Sports Club to more effectively and efficiently serve the upper-level locker rooms. Final preparations were made for the installation of a 40kW solar photovoltaic system at Columbia Athletic Club, with work expected to commence at the end of January.

Challenge

Finding qualified applicants to fill positions: Open Space Maintenance has three open positions; Landscape Services has one open position; Construction Maintenance has one open position; and Capital Improvements has two open positions. Several applications are under review, but the historically low unemployment rate has reduced the number of qualified applicants. Open Space team leaders are continuing to actively recruit through requests for referrals from existing team members, CA's website, and online postings.

Community Services

Highlights

Volunteer Center Serving Howard County

Renee Kalu, Volunteer Engagement Coordinator, was invited to speak to 60 parents at Kiddie Academy about how to become more aware of the opportunities to make the community a better place. Renee also was asked to share ways in which parents can raise their children to be more accepting and respectful individuals.

Youth and Teen Center

On Monday, 21 January, representatives from the Youth and Teen Center will distribute toiletries to needy Columbia and Howard County residents. The event is part of the Martin Luther King, Jr. Day of Service.

Challenge

School Age Services (SAS) is working to assist families that have been impacted by the Federal Government shutdown. School Age Services will make adjustments to those accounts where parents provide letters stating that they are furloughed (they can remove their child[ren] temporarily with no penalty) or not receiving pay (pay arrangements will be made). Several requests have been received regarding the assistance.

Communications and Marketing

Highlights

Events/Programs

Communications and Marketing (C&M) provided considerable support for Columbia Athletic Club's Amazing Celebration on January 12. Promotions and communications were disseminated via CA's website, social media (including posts and paid ads), digital signage, e-newsletters, targeted emails, Baltimore banner ads and eblasts. Members were encouraged to attend the day's events and bring a friend.

Additionally, the design team created all the promotional pieces for Columbia Athletic Club's "Amazing Celebration" and also provided the layout and design for the Millennials Work Group Report. Videos were produced to promote the 2019 summer camps.

Digital Marketing/Advertising

New digital advertising tactics were implemented for the first time this quarter. A targeted eblast through a new vendor, *Baltimore Magazine*, was launched in January, with a new retargeting option added for Haven on the Lake. Anyone who opens the email will be served up our digital ads across their mobile devices/desktop computers. Retargeting was also added to the January emails for both CA's and Haven on the Lake's special offers through *The Baltimore Sun*. Paid social ads on Twitter to promote memberships are also being tested. Results are not yet available and will be provided in the next report. Marketing also promoted the free one-day pass on Google My Business for the three fitness clubs and Haven to expand efforts in capturing membership leads.

The digital marketing team strengthened its digital tracking and lead generation performance. Advertising efforts are driving people to landing pages that have been optimized with concise and relevant content, including an offer to try our clubs free for a day. We are also assigning unique tracking codes for each of our digital advertising initiatives to better measure performance of each channel and tactic. Stronger pay-per-click (paid search) management is also being implemented, and the results are very positive. In December, we saw more than 200% growth in leads, and in January so far, we have more than 100% growth in the number of leads generated through digital efforts.

Media

Notable media coverage from mid-December 2018 through mid-January 2019 included a cover story in Howard Magazine on older adults staying in shape and featuring CA personal trainers and clients; and a cover story in the Baltimore Metropolitan Council's quarterly publication spotlighting development in Downtown Columbia and quoting CA's Milton W. Matthews.

Challenge

One considerable challenge related to the website redevelopment is making SNG mobile-responsive. While the website can be viewed appropriately on a mobile device, once someone starts registering for a class or trying to take action in SNG, their experience is difficult as SNG is not mobile-responsive. We are beginning work with a software development agency to evaluate our options.

CA in the News

Upcoming Events

Tuesday, February 19 – 7:00 p.m. – Information session for potential candidates for CA Board of Directors – Board Room - Columbia Association Headquarters

Saturday, February 23 – 10:00 a.m. – Information session for potential candidates for CA Board of Directors – Board room – Columbia Association Headquarters

Thought of the Month

“Brick walls are not there to keep us out. The brick walls are there to give us a chance to show how badly we want something. Because the brick walls are there to stop the people who do not want it badly enough.”

~ Randy Pausch, Professor